

take-charge servicemembers will be most effective when they recognize and alter their leadership style from the field to the corporate setting. Each group needs to recognize the benefit of both functional expertise and operational experience.

Roadblock 6 – Insufficient Team Recognition

Insufficient team recognition is a roadblock that keeps a high-performing team from sustaining long-term performance. PMs must place emphasis on the importance of team accomplishments and should take every opportunity to celebrate team accomplishments. In addition, a reward system must be generated to provide rewards to teams, not individuals. From a near-term standpoint, collective work products can help lead to collective recognition. However, from a longer-term standpoint, a team type of reward approach is, and will continue to be, a challenge.

Civilians from functional organizations typically staff IPTs, and the historical career track for those employees has traditionally been ascension through the functional management chain. Bregard and Chasteen recognized this issue in an article about the PM's perspective of the IPPD environment when they wrote, "We have created career tracks for employees that use the hierarchical functional organization as the centerpiece of career aspirations. What is the logical career track for IPT members?" In the long run, DoD must address this issue to ensure high performance of IPTs.

No Magic Formula

While this list of roadblocks is not comprehensive, the roadblocks identified in this article are the principal reasons teams fail to reach and sustain a high performance level. There are, of course, other sources of inefficiency. An unskilled workforce, racial bias, cultural misunderstandings, and generational differences are some additional areas that can have a negative impact. Nor are the suggestions presented here guaranteed to produce favorable results.

There simply isn't a magic formula that will work in all cases; every PM must endeavor to address the unique set of problems he or she faces with creativity, respect for those involved, and sincerity. While there are factors that affect team performance outside of the PM's control, the most effective teams are cultivated by minimizing the principal roadblocks to high performance.

Editor's Note: The author welcomes questions or comments on this article. Contact him at thomansj@navair.navy.mil.

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KALLOCK NOMINATED

On May 17, the President nominated Roger W. Kallock of Ohio, currently serving as Deputy Under Secretary of Defense (Logistics), to be Deputy Under Secretary of Defense (Logistics and Materiel Readiness). Kallock's nomination is now before the Committee on Armed Services for Senate confirmation.



ROGER W. KALLOCK, DEPUTY UNDER SECRETARY OF DEFENSE FOR LOGISTICS, HOSTS LOGISTICS REFORM FOCUS DAY AT THE PENTAGON, OCT. 1, 1998.
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